

#### UNITED STATES MARINE CORPS MARINE CORPS SYSTEMS COMMAND 2200 LESTER STREET QUANTICO, VIRGINIA 22134-5010

IN REPLY REFER TO:

5720 DON-USMC-2022-005990 20 Apr 22

FOIA GROUP INC. Ms. Rose Santos PO Box 368 Depew NY 14043

SUBJECT: FOIA REQUEST - DON-USMC-2022-005990

Dear Ms. Santos:

This responds to your Freedom of Information Act (FOIA) request of September 12, 2017 for a copy of "Relevant to N0017819D8045 Order M6785419F3502, we seek CLEARLY RELEASABLE copies of the following: (1) Task order title page (1st page only) and (2) the Task Order's CURRENT Statement of Work/Performance Work Statement (SOW/PWS)."

The clearly releasable portions of the requested documents are enclosed.

Fees associated with processing your request are minimal and waived.

Any questions concerning this matter should be directed to Mrs. Bobbie Cave at (703) 432-3934 or bobbie.cave@usmc.mil.

Sincerely,

LISA L. BAKER

Counsel

|   |                                      |                              |                                   |   |                                     |                                  |                      |             |                          |                 | PAGE 1 OF                    |
|---|--------------------------------------|------------------------------|-----------------------------------|---|-------------------------------------|----------------------------------|----------------------|-------------|--------------------------|-----------------|------------------------------|
| <u> </u>  |                                      | ORDER I                      | FOR SUPPLII                       | ES C  |                                     |                                  |                      |             |                          |                 | 21                           |
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| N00178191   | D8045                                | M67                          | 85419F3502                        |   | 2019MA                              |                                  |                      | 19-PN       | ИМ-20                    | 8-0003          | Unrated                      |
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# **Performance Work Statement**

# Marine Air Defense Integrated System Family of Systems New Equipment Training



Section J, Attachment 1 Version - Revision 1 9 April 2020

DISTRIBUTION STATEMENT D: Distribution authorized to the Department of Defense and U.S. DoD contractors only; Administrative or Operational Use, 15 May 2019. Other requests shall be referred to Program Executive Office Land Systems (PM GBAD), 2200 Lester Street, Quantico, VA 22134-6050.

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| Revision | Date       | Summary of Changes   |
|----------|------------|--|
| 1        | 04/09/2020 | Updated pg 1 Distribution Statement from Distro "A" to Distro "D". |
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## NAICS code 541330, Engineering Services

#### 1.0 Introduction

This Performance Work Statement (PWS) defines the actions required of the Contractor to develop, maintain curriculum products and execute Operator and Maintainer New Equipment Training (NET) during fielding for systems under the Ground Based Air Defense (GBAD) Marine Air Defense Integrated Systems (MADIS) portfolio. Under this PWS, the Contractor shall provide training support, which includes training program management, training materials design, development and updates, training execution, and training evaluation as described in the following paragraphs. Upon completion of fielding, the MADIS Family of Systems (FoS) Operator and Maintainer NET packages will be finalized with any remaining corrections and updates for Government acceptance.

The performance standards for each objective are located in the Quality Assurance Surveillance Plan, Section J, Attachment 7.

#### 1.1 Overview

The defense of maneuver forces requires an integrated and in-depth air defense umbrella based on the rapid kill chain sequence of "detect", "track", "identify", and "defeat". This doctrinal task sequence provides the foundation for the concept of operation enabling the MADIS to use organic and/or non-organic data to acquire, engage, and negate or destroy aerial threats inflight by kinetic and non-kinetic means. The MADIS achieves success by employing a dispersed, integrated, and composite defense comprised of layers of GBAD systems protecting the Marine Air-Ground Task Force (MAGTF) operating across the full range of military operations while considering standoff, lethality, range, and effectiveness.

The GBAD portfolio includes Future Weapons System (FWS) MADIS that will defend against Unmanned Aircraft Systems (UAS) and Fixed Wing/Rotary Wing (FW/RW) threats in support of maneuver forces and Counter-UAS (C-UAS) intended for defense of critical infrastructures and personnel. MADIS modernizes the existing GBAD system by mounting a mix of legacy and technologically mature capabilities onto light tactical vehicles (ideally Joint Light Tactical Vehicles (JLTV)) mitigating the risk of attacks from UAS and FW/RW aircraft, while maintaining pace with maneuver forces.

#### **1.1.1 MADIS**

MADIS integrates a mix of legacy and technologically mature capabilities onto tactical vehicles mitigating the risk of attacks from UAS and FW/RW aircraft, while maintaining pace with maneuver forces. The two variants of MADIS vehicles which operate together are the Stinger variant (Mk 1) and C-UAS variant (Mk 2). The Mk1 includes a turret launched Stinger Missile with integrated Mode 5 Identification Friend or Foe (IFF) interrogator, multi-function electronic warfare (EW) capability, direct fire weapon, optic, and a shoulder fired Stinger Missile for dismounted operations. The Mk2 includes a turret launched kinetic C-UAS capability, multi-function EW capability, 360 degree radar, direct fire weapon, optic, and Beyond Line of Sight (BLOS) gateway / server capability. Together they form a complementary pair and are the basic building block of the Low Altitude Air Defense (LAAD) Battalions' GBAD capability. Initial

Operational Capability (IOC) for the MADIS is planned for 2021 and is defined as one Platoon per LAAD Battalion equipped with both MADIS Mk1 and Mk2 variants and an initial training package. Full Operational Capability (FOC) for the MADIS is planned for 2025 and is defined as delivery of the full Approved Acquisition Objective (AAO) along with spares, and defined training support materials.

## 1.1.2 Counter-Unmanned Aircraft Systems (C-UAS)

C-UAS portfolio consists of the following: Light-MADIS (L-MADIS) which integrates C-UAS capabilities, Beyond Line of Sight (BLOS) gateway with Radio Frequency (RF) Link-16 capability, a self-defense direct fire weapon, and a 360 degree radar onto a fighting pair of ultralight tactical vehicles; Expeditionary MADIS (E-MADIS)/Installation-MADIS (I-MADIS) provides the same capabilities as the L-MADIS but in a fixed-site configuration. The third piece of the C-UAS portfolio is the Compact Laser Weapon System (CLaWS) which is a containerized line of sight (LOS) directed energy weapon (DEW) system with a 2 kilowatt (2kW) laser for C-UAS engagements. The CLaWS includes a tracking system with a mid-wave infrared (IR) camera, optical tracker, and laser rangefinder, allowing the operator to acquire and track moving targets. The CLaWS also provides high-resolution imagery for the operator to perform intelligence, surveillance, and reconnaissance (ISR) operations to support base defense.

## 1.1.3 Advanced Man Portable Air Defense System (A-MANPADS)

GBAD A-MANPADS provides close-in, low altitude, surface-to-air fires, and command and control in defense of the Marine Air Ground Task Force (MAGTF) Commander's designated vital areas. The A-MANPADS portfolio consists of the Fire Unit Vehicle (FUV), Section Leader Vehicle (SLV), and the Stinger Missile. The FUV is the primary mobile platform for A-MANPADS; it is the mobile firing component of the GBAD system integrated on an up-armored M1114 with the capability to transport 4 Stinger missiles and a turret mounted M-240B/M2 machine-gun. The FUV receives queuing from the SLV. The SLV is the Command and Control (C2) component of GBAD. It employs a Tactical Data Link gateway for communicating with higher headquarters, distributing the air picture and providing targeting data to the FUV. The Stinger Missile is the primary weapon system for executing close in, low altitude surface-to-air fires.

## 2.0 Applicable Documents

The following documents, of the exact issue shown, form a part of the PWS to the extent specified herein. In the event of a conflict between the documents referenced herein and the contents of this PWS, the contents of this PWS shall take precedence.

With the exception of those documents listed in paragraph 2.2 the Contractor may obtain the specifications, standards, plans, drawings, data item descriptions, and other pertinent documents cited in this performance work statement from the on-line Acquisition Streamlining and Standardization Information System (ASSIST). If not available in ASSIST, the specific activity and the address from which to obtain the document will be provided by the Contracting Officer's Representative (COR) upon request.

## 2.1 Handbooks (Guidance Only)

MIL-HDBK-29612/2A Instruction Systems Development/Systems

Approach to Training and Education

## 2.2 Other Government Documents and Publications

NAVMC 1553.1A Marine Corps Instructional Systems

Design/Systems Approach to Training and

**Education Handbook** 

NAVMC 1553.2 Management of Marine Corps Formal

Schools Management Policy Guidance

#### 3.0 Work to Be Performed

The Contractor shall design and develop curriculum in conjunction with the fielding of the MADIS as detailed in Tables 1through 3 below. The number of events and training duration in Tables 1 through 3 are expressed in notional days. If changes to the schedule are required, the COR will notify the Contractor fifteen (15) days prior to the training event.

Table 1 - FY19 Expected Travel (Base Year)

|                            |                | Tuoining          | Travel   |                       |
|----------------------------|----------------|-------------------|----------|-----------------------|
| Function                   | # of<br>Events | Training Duration | Duration | Location              |
| MADIS:                     |                |                   |          |                       |
| System Time Events         | 4              | 5                 | 7        | Crane, IN             |
| System Time Events         | 4              | 5                 | 7        | Quantico, VA          |
| C-UAS:                     |                |                   |          |                       |
| System Time Events         | 4              | 5                 | 7        | Crane, IN             |
| System Time Events         | 4              | 5                 | 7        | Quantico, VA          |
| EMADIS (N/S Site New Crew) | 2              | 5                 | 0        | Quantico, VA          |
| EMADIS (N/S Dispatch)      | 2              | 1                 | 0        | Quantico, VA          |
| EMADIS (N/S SoG)           | 4              | 1                 | 0        | Quantico, VA          |
| LMADIS                     | 1              | 15                | 25       | Cherry Point,<br>NC   |
| LMADIS                     | 1              | 15                | 25       | Camp<br>Pendleton, CA |
| IFF                        | 1              | 2                 | 6        | Cherry Point,<br>NC   |
| IFF                        | 1              | 2                 | 6        | Camp<br>Pendleton, CA |
| CLaWS                      | 1              | 5                 | 9        | Cherry Point,<br>NC   |
| CLaWS                      | 1              | 5                 | 9        | Camp<br>Pendleton, CA |

Table 2 - FY20 Expected Travel (Option Year 1)

| Function                   | # of<br>Events | Training<br>Duration | Travel<br>Duration | Location              |  |
|----------------------------|----------------|----------------------|--------------------|-----------------------|--|
| MADIS:                     |                |                      |                    |                       |  |
| System Time Events         | 4              | 5                    | 7                  | Crane, IN             |  |
| System Time Events         | 4              | 5                    | 7                  | Quantico, VA          |  |
| NET Early OA Events        | 1              | 27                   | 40                 | Yuma, AZ              |  |
| DT/OT                      | 1              | 27                   | 40                 | Yuma, AZ              |  |
| C-UAS:                     |                |                      |                    |                       |  |
| System Time Events         | 4              | 5                    | 7                  | Crane, IN             |  |
| System Time Events         | 4              | 5                    | 7                  | Quantico, VA          |  |
| EMADIS (N/S Site New Crew) | 2              | 5                    | 0                  | Quantico, VA          |  |
| EMADIS (N/S Dispatch)      | 2              | 1                    | 0                  | Quantico, VA          |  |
| EMADIS (N/S SoG)           | 4              | 1                    | 0                  | Quantico, VA          |  |
| LMADIS                     | 1              | 15                   | 25                 | Cherry Point,<br>NC   |  |
| LMADIS                     | 1              | 15                   | 25                 | Camp Pendleton,<br>CA |  |
| CLaWS                      | 1              | 5                    | 9                  | Cherry Point,<br>NC   |  |
| CLaWS                      | 1              | 5                    | 9                  | Camp Pendleton,<br>CA |  |

**Table 3 - FY21 Expected Travel (Option Year 2)** 

| Function                   | # of<br>Events | Training Duration | Travel Duration | Location                |
|----------------------------|----------------|-------------------|-----------------|-------------------------|
| MADIS:                     |                |                   |                 |                         |
| IKPT                       | 1              | 27                | 40              | Twentynine<br>Palms, CA |
| System Time Events         | 2              | 5                 | 7               | Crane, IN               |
| System Time Events         | 2              | 5                 | 7               | Quantico, VA            |
| Operator NET               | 2              | 54                | 80              | Cherry Point,<br>NC     |
| Maintainer NET             | 1              | 40                | 60              | Cherry Point,<br>NC     |
| Operator NET               | 2              | 54                | 80              | Camp Pendleton,<br>CA   |
| Maintainer NET             | 1              | 40                | 60              | Camp Pendleton,<br>CA   |
| CUAS:                      |                |                   |                 |                         |
| EMADIS (N/S Site New Crew) | 2              | 5                 | 0               | Quantico, VA            |
| EMADIS (N/S Dispatch)      | 2              | 1                 | 0               | Quantico, VA            |
| EMADIS (N/S SoG)           | 4              | 1                 | 0               | Quantico, VA            |
| CUAS Family of System      | 1              | 8                 | 14              | Cherry Point,<br>NC     |
| CUAS Family of System      | 2              | 8                 | 14              | Camp Pendleton,<br>CA   |

## 3.1 Data Management and Delivery

The Contractor shall maintain a structure for custom workflows and document/artifact collaboration, distribution, and storage on the centralized, unclassified Marine Corps Enterprise Information Technology Services (MCEITS) Data Management System (DMS) site and assist with customizing SharePoint features. The Contractor shall post MADIS NET Contract Data Requirements List (CDRL) products on the MCEITS DMS.

## 3.2 Program Management

The Contractor shall establish and maintain program management practices throughout the life of this contract. Program management practices shall include, but are not be limited to, visibility into the Contractor's organization and techniques used in managing the program, including subcontractor and data management. The Contractor shall plan and monitor the execution of all tasks and shall notify the COR of contract issues that prevent the contractor from meeting requirements. Project status is submitted monthly by the Contractor accordance with the Monthly Status Report (MSR), CDRL B001.

#### 3.3 Post Award Conference

The Contractor shall host a Post Award Conference (PAC) at the location designated by the Government no later than 10 calendar days after contract award. The purpose of the PAC is to achieve a clear and mutual understanding of all contract requirements and identify and resolve potential problems. As part of the PAC, the Contractor shall introduce key personnel and present program implementation processes to be utilized under this contract. The Contractor shall provide Meeting Minutes, Meeting Agenda, and Briefing Material in accordance with CDRLs B002, B003, and B004 respectively.

#### 3.4 Training Guidance Conference

The Contractor shall host a Training Guidance Conference (TGC) no later than 30 calendar days after initial contract award and award of each option at a location designated by the Government. The purpose of the conference is to review the Contractor's draft Training Program Plan (TrPP) and to achieve a clear and mutual understanding of all contract requirements, as well as identify and resolve potential problems. As part of the conference, the Contractor shall introduce key personnel and present program implementation processes to be utilized under this contract. Agreements reached in the TGC shall be reflected in the final Training Program Plan. The Contractor shall provide Meeting Minutes, Meeting Agenda, and Briefing Material in accordance with CDRLs B002, B003, and B004 respectively.

## 3.5 Meetings, Formal Reviews, Working Groups, and Technical Reviews

The Contractor shall assist the Government in developing a meeting agenda and briefing material associated with Training Product Reviews, In-Progress Reviews, working groups and conduct of MADIS NET briefs in accordance with the Meeting Agenda and Briefing Material, CDRLs B003 and B004 respectively, and document the sessions with meeting minutes in accordance with the Meeting Minutes, CDRL B002. Action item documentation, including assignment of responsibilities and due dates, shall be established prior to adjournment of all reviews and included as part of the review minutes. In addition, the Contractor shall host a Training Products Review Board (TPRB), chaired by the Government, within 7 calendar days of receipt of the Government

comments against a deliverable as dictated in the applicable CDRL unless otherwise directed by the Government. The TPRB shall be conducted via web-based meeting applications or via teleconference. Upon conclusion of the TPRB and adjudication of comments, the Contractor shall incorporate the Government comments and submit the final document as directed for the applicable F-series CDRLs. Figure 1 below depicts the delivery and review cycle for both MADIS and C-UAS and A-MANPADS products. The numbers called out in Figure 1 represent the number of calendar days between each delivery/review.

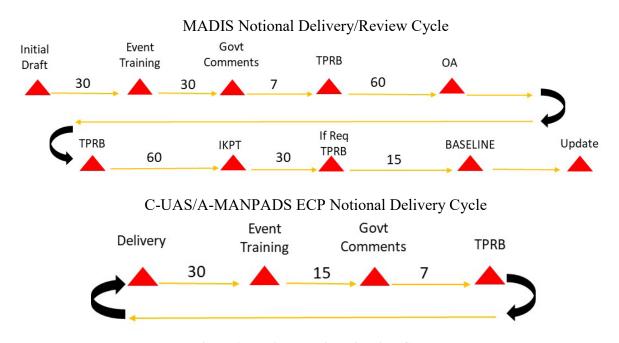


Figure 1 - Notional Delivery/Review Cycles

## 3.6 Configuration Control and Technical Changes

The Contractor shall attend bi-weekly GBAD Configuration Control Board (CCB) meetings. The Contractor shall receive and assess Government approved hardware and software Engineering Change Proposals (ECPs) and Design Change Notices (DCNs) to determine the impact to NET materials and the conduct of instruction. At a minimum, the MADIS and C-UAS integrator(s) will provide quarterly cyber security updates and an annual software maintenance update to the baseline configuration through the ECP process which may require an update to the NET package.

The Contractor shall report on the scope of NET material impacts and propose the necessary changes to the design and delivery of NET to the Government for approval prior to implementation in accordance with Request for Information, CDRL B005. The Contractor shall include in the report the required Government Furnished Information (GFI), resources needed to implement, and expected schedule to complete the changes. The Government will assess the proposed changes and determine if the changes are significant enough to warrant a Validation and Verification. Once proposed training changes are approved by the Government, the Contractor shall ensure changes are fully incorporated in the NET materials in a timeline mutually agreed to by the Government and the Contractor. As part of the C-UAS effort the Contractor shall update the existing A-MANPADS training package per the direction of the Government. Upon completion of this update NET may be required.

## 3.7 Data Management

The Contractor shall support the Government in management of all NET documentation and source files in their native format within the Public Key Infrastructure (PKI) protected, centralized, unclassified MCEITS DMS. The Government shall have unlimited rights to technical data developed or delivered under this contract.

## 3.8 New Equipment Training (NET) Integrated Master Schedule (IMS)

The Contractor shall develop and maintain a contract level Integrated Master Schedule (IMS) in accordance with CDRL B006 for all efforts to be performed under this contract. The IMS submitted with CDRL B006 will serve as the initial Performance Measurement Baseline – any required updates will be made to this initial version. The Contractor's initial IMS shall:

- Define all tasks required to execute the contract base period.
- Define top-level task required to execute contract. These top-level tasks shall be expanded into appropriate detailed tasks upon option CLIN execution.
- Define the program's critical path.
- Define all internal and external schedule dependencies and resources (hours and material dollars) necessary to execute the contract IMS.
- Include any sub-contractor tasks required to accomplish contract execution.

The Contractor shall ensure that all NET tasks are identified in the Contractor IMS for the life of the contract. The Government must approve in advance all changes to the baseline IMS.

## 3.9 Training Products and Services

The Contractor shall provide technical and analytical services, and instructional support to develop, maintain, and deliver performance-based, criterion-referenced Operator and Maintainer NET for MADIS and Operator NET for C-UAS FOS. Training products and services shall include the formal delivery of instruction to gaining units in conjunction with fielding, documenting curriculum deficiencies noted during NET, analyzing and resolving training deficiencies, and updating program training products and supporting documentation. Training products and services shall include updates of training products to incorporate MADIS Program Management Office (PMO) approved hardware and software configuration changes which have been implemented. The Contractor shall propose required changes to training delivery strategies, provide inputs to NET schedules, and deliver onsite NET. The Contractor shall use MIL-HDBK-29612/2A, Instructional Systems Development/Systems Approach to Training and Education and NAVMC 1553.1A, Marine Corps Instructional Systems Design/Systems Approach to Training and Education Handbook, and NAVMC 1553.2, Marine Corps Formal Schools Management Policy Guidance as guidance. The Government will have final approval on the format of all curriculum products and may direct minor deviations from these references as needed.

Future revisions or updates will not deviate in design from the MADIS Operator and Maintainer NET packages delivered for fielding without prior consent from the Government.

## 3.10 Training Personnel

## 3.10.1 Training Manager

The Training Manager shall be considered Key Personnel for execution of this contract. The Contractor shall appoint a Training Manager as the single Point of Contact (POC) for training, courseware and product development, revisions, updates, and implementation matters. The duties of the Training Manager shall include ensuring the training products are developed to Instructional Design principles, revised, and updated to support instructionally sound training outcomes. The Training Manager ensures the training products incorporate curriculum, design or procedural changes or both, and ensures instructors are adhering to the training schedule and lesson plans. The Training Manager coordinates and supervises the conduct of NET.

# 3.10.2 Curriculum Manager, Operator and Maintainer Course Team Leads and Instructors

The Operator Course Team Lead and Maintainer Course Team Lead shall be considered Key Personnel for execution of this contract. The Team Leads shall have sufficient proficiency and skill in the design, development, and delivery of military instruction, including technical language and terms associated with the operation and maintenance of the MADIS Family of Systems. Sufficient proficiency and skill is defined as successful completion of military curriculum developer courses, completion of a military Formal School Instructor Course or equivalent industry recognized technical training instructor program. Instructors shall also be proficient with tactical employment of the GBAD portfolio and operator/field-level maintenance tasks. This program's aggressive schedule allows little time for the contractor to gain fundamental knowledge and experience on training development, GBAD portfolio and maintenance actions. The Contractor shall designate a primary and alternate Team Lead for each period of instruction in support of NET and ensure the cadre of instructors are adequate to support concurrent, dispersed NET events and curriculum management activities as described in the PWS. The Curriculum Manager directly supports the Training Manger by providing technical expertise in the design and development of training products. The Curriculum Manager shall ensure training products are developed in accordance with Systems Approach to Training and Education/Instructional Design principles and format requirements. The Curriculum Manager will also maintain version control of training products throughout the design, review and revisions cycles.

#### 3.11 Training Program Plan (TrPP)

The Contractor shall prepare a TrPP in accordance with CDRL F001, Training Program Development and Management Plan which describes the Contractor's approach to developing, updating and maintaining the Operator and Maintainer NET for MADIS and C-UAS Operator courses, as well as the coordination and conduct of planned training events. The TrPP shall address Contractor training organizational structure, organizational interfaces with the Government, training development methodology, Contractor training personnel qualifications, Contractor training development Plan of Action and Milestones (POA&M), Contractor activities in support of this effort, Contractor training deliveries (draft and final), scheduled meetings, In-Process Review (IPR) schedule, required resources, training related travel, and Contractor requested data for all training deliverables. The TrPP will be updated after the Training Guidance Conference and resubmitted to the Government.

## 3.12 Training Materials Development

## 3.12.1 Critical Training Task List (CTTL)

Using the Operations and Maintenance Job Task Data (Draft), the Contractor shall update and deliver a final operations and maintenance Critical Training Tasks List (CTTL) for both MADIS and C-UAS courses in accordance with CDRL F002, Critical Training Task Lists. The CTTL shall identify those tasks selected for training development and shall include the job tasks, sub-tasks, and performance steps necessary to operate, maintain, and support the GBAD portfolio Task data shall include task selection criteria to include, but not limited to, difficulty, importance, frequency and criticality, and the conditions and standards from which successful performance is measured. Each task and sub-task shall have a numeric numbering scheme to support traceability and curriculum management.

## 3.12.2 Learning Analysis Report (LAR)

The Contractor shall develop and deliver a Learning Analysis Report in accordance with CDRL F003, Learning Analysis Report (LAR). The LAR will identify the terminal and enabling learning objectives, instructional methods, learning events, training tools and aids, and media planned for instructional delivery for both MADIS and C-UAS courses. Using Critical Job Task analysis data, the contractor shall analyze the selected job tasks and sub-tasks to determine the required knowledge, skills and abilities (KSAs) necessary to achieve successful task completion. The Contractor shall use learning analysis data to develop appropriate terminal and enabling learning objectives, establish performance criteria related to tasks and objectives, and group and sequence objectives to support course design. A matrix may be used to show the commonality of learning objectives which may span across both the MADIS and C-UAS courses. The Contractor shall determine the appropriate methods and media to be used and provide all method and media analysis data to support instructional delivery. The Government will approve the proposed methods and media approach prior to training development. Each task and associated terminal and enabling learning objective shall have an alpha-numeric numbering scheme to support traceability and curriculum management.

## 3.12.3 Training Test Package

The Contractor shall deliver a Training Test Package for each MADIS and C-UAS course of instruction in accordance with CDRL F004, Training Test Package. The Contractor shall ensure the test package includes written test items and performance test items for the examination of an individual's KSAs, and achievement of terminal and enabling learning objectives based upon the LAR and Lesson Plans (CDRL F003 and F005, F006 respectively). For the written test items, the Contractor shall be knowledge-based items developed in the form of a test bank. Each cognitive Enabling Learning Objective (ELO) shall have, at a minimum, three (3) knowledge-based questions. The correct response will be indicated for each test item. The test bank will provide traceability from each test item to the enabling and terminal learning objectives and the critical task from which it was derived. The test items shall be written to evaluate the student's comprehension of knowledge-based learning objectives. These written test items shall consist of multiple choice, matching, and fill-in-the-blank questions. No True-False questions shall be used.

The Contractor shall develop a series of quizzes and associated answer keys for each Operator and Maintainer course. The quizzes shall be administered after major content sections as deemed instructionally appropriate. Quizzes shall be administered to determine student comprehension before proceeding to the next block of instruction. Quizzes shall not exceed 20 questions nor less

than one question per knowledge based enabling learning object. Questions shall be drawn from the test bank. For the performance-based portion of the Test Package, each learning objective will be assessed using performance based tests. The Contractor shall develop the performance based tests to evaluate the student's ability to perform specific Operator and Maintainer task and subtasks. The Government will provide the basic format to be used which shall be in checklist form. The contractor shall develop the performance checks based on the learning objectives and shall have rubrics for grading performance. The evaluator copy will contain instructions to the evaluator and student and the student copy shall contain only instructions to the student.

## 3.12.4 Operator and Maintainer NET Master Lesson Files (MLF)

The Contractor shall develop, maintain, and deliver MLF for each MADIS Operator and Maintainer and C-UAS Operator and Maintainer lessons based on the LAR and according to the planned Curriculum Outline of Instruction (COI), CDRLs F005, and F006. The Contractor shall develop Operator and Maintainer lesson materials to support the instructional requirements to meet the approved course learning objectives. The Contractor shall deliver each product of the MLF adhering to NAVMC 1553.1A Marine Corps Instructional Systems Design/Systems Approach to Training and Education Handbook. All MLF products shall be packaged by lesson and executable file using Microsoft Office Products. The government will review and assess all products to ensure they meet USMC format and data points using the NAVMC 1553.1A. Each MLF shall contain the items listed in paragraphs 3.12.4.1-3.12.4.10 below.

## 3.12.4.1 Learning Analysis Worksheet (LAW)

The Contractor shall develop a Learning Analysis Worksheet in accordance with CDRL F005, Operator Master Lesson Files and CDRL F006, Maintainer Master Lesson Files. The LAW contains the Knowledge, Skills and Attributes (KSA) derived from the LAR and required to execute each task associated with that lesson.

#### 3.12.4.2 Learning Objective Worksheet (LOW)

The Contractor shall develop and deliver a Learning Objective Worksheet in accordance with CDRL F005, Operator Master Lesson Files and CDRL F006, Maintainer Master Lesson Files. The LOW contains the Terminal and ELO derived from the LAR, Test Items supporting each ELO, and identifies the Methods and Media required to support the ELO.

#### 3.12.4.3 Concept Card

The Contractor shall develop and deliver Concept Cards in accordance with CDRLs F005, Operator Master Lesson Files and F006, Maintainer Master Lesson Files. One Concept Card is produced for each lesson. The concept card describes the outcome of the lesson, contains the methods, media, academic hours, student to instructor ratio, Terminal and Enabling Learning Objectives.

#### **3.12.4.4** Lesson Plan

The Contractor shall develop an Operator/Maintainer Lesson plan in accordance with CDRL F005, Operator Master Lesson Files and CDRL F006, Maintainer Master Lesson Files. The lesson plan shall include course and lesson titles and be numbered to reflect its appropriate sequence in the course of instruction. Header information will include the title and address of the GBAD Program

Office. The content of the lesson plan will contain the required instructor notes, graphics, media and time cues, and transitions to support effective, consistent delivery of content and enable student mastery of the learning objectives.

#### 3.12.4.5 Trainee Guide

The Contractor shall develop Operator and Maintainer Trainee Guides for each lesson in accordance with CDRL F005, Operator Master Lesson Files and CDRL F006, Maintainer Master Lesson Files. The student guide shall duplicate the Operator and Maintainer lesson plan, except for all instructor notes, media cues, instructor instructions and time cues.

## 3.12.4.6 Instructional Media (Slides)

The Contractor shall develop media for each lesson to support and enhance the learning and transfer of knowledge and skills to the students during classroom lectures and activities. All media shall be consistent in design (structure, font, color scheme, and use of images and graphics) across all course MLFs. The Contractor shall also maintain and deliver updated Instructional Media as necessary. The Instructional Media (Slides) will be delivered in accordance with CDRL F005 and F006.

## 3.12.4.7 Operation Risk Assessment Worksheets (ORAW)

The Contractor shall deliver the Operation Risk Assessment Worksheets (ORAW) in accordance with CDRL F005, Operator Master Lesson Files and CDRL F006, Maintainer Master Lesson Files. The ORAW is produced for each lesson that contains practical application, lab/maintenance exercises, and field exercises. The ORAW shall identify possible hazards to personnel and equipment, implement controls and mitigation and document cease training criteria.

#### 3.12.4.8 Instructor Preparation Guide (IPG)

The Contractor shall develop the Instructor Preparation Guide (IPG) for each lesson file in accordance with CDRL F005, Operator Master Lesson Files and CDRL F006, Maintainer Master Lesson Files. The IPG shall provide the instructor with information that is critical to the preparation for implementing the lesson file. The IPG shall contain detailed information so that the instructor understands what resources are necessary for the lesson file.

## 3.12.4.9 Curriculum Outline of Instruction (COI)

For each MADIS and C-UAS Operator and Maintainer course of instruction, the Contractor shall maintain and deliver a COI in accordance with CDRL F007, Operator and Maintainer Curriculum Outline of Instruction.

The COI shall identify the training schedule of events and include a breakdown of individual topics indicating the purpose, learning objectives, time allotted for each session, academic hours by type of instruction, instructional materials required, facility and instructor requirements, media and training support equipment, reference materials, type of instruction (practical exercise, demonstration, lecture), and tools and Test, Measurement and Diagnostic Equipment (TMDE) required for each period of instruction. The Contractor shall also maintain and deliver updated COI as necessary.

#### 3.12.4.10 Job Aids

The Contractor shall develop and deliver Operator and Maintainer job aids in accordance with CDRL F008, Operator and Maintainer Job Aids. Job aids typically address the completion of critical and complex tasks for which additional support will enhance human performance of mental and physical human-system interfaces and minimize safety risks. Contractor proposed job aids will be approved by the Government prior to development. Examples of relevant job aids include, but are not limited to, those which provide quick reference or support completion of set-up, operations, critical maintenance, and displacement tasks, and where access to TMs is limited. Job aid types include, but are not limited to: hard cards, pocket checklists, procedural guides, worksheets, kneeboards, and additional supplemental student materials. Job aids shall be legibly printed on subdued colored medium weight and weatherized (example: treated paper or laminated) card stock paper able to withstand the detrimental effects of the outdoor environment (direct sunlight, water, humidity, and other weather related incidents).

## 4.0 Conduct of New Equipment Training (NET)

The Contractor shall conduct MADIS Operator and Maintainer NET courses employing various instructional methods including lectures, demonstrations, and practical applications. Courses shall support developmental and operational test events; Instructor and Key Personnel Training (I&KPT); MADIS, CUAS FOS and A-MANPADS fieldings; and refresher training as outlined in Paragraph 6. I&KPT may be tailored to the target audience and shall also cover classroom set up and preparation, operational risk management strategies, unique instructional delivery techniques, and use or application of any training aids or devices.

The instructors shall present and deliver the training in accordance with the techniques of military instruction per NAVMC 1553.1A, Marine Corps Instructional Systems Design/Systems Approach to Training and Education Handbook. Based on initial estimates, MADIS NET is expected to last approximately fifty-four (54) training days for the Operator Course and forty (40) training days for the Maintainer Course. The duration of C-UAS Operations training for L-MADIS is estimated to last approximately 15 training days while E-MADIS and CLaWS training are estimated to last 5 training days each. Training days shall be no more than eight (8) hour in duration, and shall be conducted Monday through Friday per the COI unless prior approval is granted by the Government. No less than sixty (60) percent of each course shall be practical application handson training. The student to instructor ratio will not exceed 20:2 (Primary/Alternate) for lectures and will not exceed 10:1 for hands-on training, practical exercises and practical application. The Contractor shall ensure the principle end item is utilized to support the ratios and maximum class size. In addition the use of MADIS Desktop Trainer and MADIS Gunnery Trainer (MDT and MGT respectively; both developed under a separate effort) shall be utilized if the Government has accepted delivery of the systems in time for employment during NET, curriculum updated accordingly, and instructors trained in their use. Maximum class size for course is one LAAD platoon twenty (24) students. Maximum class size for any C-UAS course is twenty (20) Marines. At the conclusion of Operator and Maintainer NET, students that have successfully met the academic requirements shall receive a certificate of completion from the Contractor.

Instructors will be evaluated by both the Government and the target audience on their knowledge (lesson content) and proficiency (platform techniques, communication skills, questioning techniques, employment of media, and instructor and student interaction) at each scheduled

training event throughout the conduct of fielding. Evaluations criteria will be in accordance with this PWS and NAVMC 1553.1A.

The Contractor shall conduct a Culminating Training Event (CTE) for both MADIS and C-UAS Operator Course, and a CTE for the Maintainer Courses. The CTE shall be conducted on the last day of training unless otherwise directed. Each CTE may be tailored to the individual unit mission and cannot exceed one (1) training day. The CTE will enable operators and maintainers to demonstrate mastery of key tasks they learned during NET in a unit/crew environment. Operators and maintainers will be presented a scenario and execute a series of predetermined tasks based on course learning objectives. These tasks will require operators and maintainers to work as individuals and collectively to perform duties associated with set-up, operations, maintenance and tear-down of the MADIS or C-UAS platform. The CTE will include a pre-brief, drill event, and debrief. The Contractor, in conjunction with the Government, will determine the tasks to be executed. The Contractor shall develop a CTE Instructor Preparation and Conduct Guide to support preparation, timely set up and conduct of the event CTE. The guide will include individual and collective checklists to enable assessment of personnel during the conduct of the CTE. The Contractor shall deliver the CTE Instructor Preparation and Conduct Guide in conjunction with the course Master Lesson Files (CDRLs F005, F006). The CTE checklists shall include those tasks, drawn from the curriculum objectives that the operators and maintainers would logically be expected to perform in the performance of their duties during a mission. The CTE checklists will be used to assess mastery of those tasks and include instructor observations and recommendations for remediation and follow-on practice. The observations captured during the CTE will be presented to the participants during the debrief portion of the CTE. The Contractor shall prepare two copies of the completed checklists upon conclusion of the CTE debrief. One copy will be provided by the Government to the unit and the original will be submitted to the Government in conjunction with the After Instruction Report (CDRL F010).

The Contractor shall provide the following to support NET:

- Printed copies of Operator and Maintainer Job Aids (minimum one (1) per system)
- Printed course materials for each student to include course syllabus, trainee guide student handouts, and any supplemental materials. Student materials shall be printed in color and bound.
- Printed Functional Block Diagrams from the Technical Data Package (one per system)
- Printed Master Lesson Files for Instructor, Alternate Instructor, and one (1) guest
- Printed written quizzes and performance examinations with associated test key
- CTE Instructor Preparation and Conduct Guide and a CTE Worksheet
- Printed Instructional Rating Forms (no less than 10% of class size)
- Printed End of Course Critiques (EOCC) for each student
- A Master Compact Disk with all MLF materials less the LAWs and LOWs to be delivered to the gaining unit upon completion of training.
- Student Attendance Roster; containing the student's full name, rank and military command. The Contractor shall ensure all students are accounted for every day. The Student Attendance Roster shall have the dates and name of the training course. The Student Attendance Roster shall be submitted with the Course Completion Report to the Government.

The Government will coordinate with each gaining command for use of local resources, classroom space and ranges. Each gaining command will provide:

- MADIS and C-UAS to include ancillary equipment
- General Purpose Tool kits for maintainer training
- Shop Support Equipment for Maintainer training
- Shop Safety, Personal Protective Equipment (PPE) for Operator and Maintainer training.

## 4.1 Course Syllabus

The Contractor shall produce and deliver a syllabus to each student upon the first day of training for each course in accordance with CDRL F009, Course Syllabus. Course syllabi shall contain course objectives, the daily training schedule, criteria for successful completion, names of instructors and instructor contact information.

## 4.2 Instructional Rating Forms

The Contractor shall reproduce and issue Instructional Rating Forms (IRFs) provided by the Government to be completed by at least 10% of all students immediately following each lesson and will be submitted to the Government in conjunction with the After Instruction Report (AIR) CDRL F010.

## 4.3 End of Course Critiques

The Contractor shall reproduce and assist the Government in administering an End of Course Critique (EOCC) provided by the Government to all students the last day of training for each course. The purpose for this data collection is to provide both the Contractor and Government the areas of the training that may need revision. The Contractor shall maintain all EOCCs and deliver them to the government in accordance with CDRL F010, After Instruction Report (AIR).

## 4.4 Course After Instruction Report

The Contractor shall complete and deliver to the government, an AIR in accordance with CDRL F010. The Contractor shall report all issues that occurred during the training, identify curriculum shortfalls, and surmise the student's EOCCs, IRFs, In addition, the AIR shall provide course completion to include course dates and hours, instructor data, initial and final attendance data (student roster), and basic statistics of trainee performance (trainee average and final test results, passing rates).

#### 4.5 Course Certificates

The Contractor shall provide each student with a course completion certificate using the Government approved format in accordance with CDRL F011. The certificate shall contain: Course Title, Training Location, Total Training Hours, Student's Full Name, Rank, and Military Occupational Specialty (MOS), and the Training Completion Date. The certificate shall be signed by the lead Contractor instructor or Training Manager at the conclusion of each training class.

#### 4.6 Course Curriculum Reviews

The Government will host a joint annual Contractor and Government Course Curriculum Review

(CCR) in Quantico, Virginia area. The Contractor shall develop CCR agenda, briefing materials and minutes in accordance with CDRLs B002, B003, and B004. The purpose of the CCR is to assess training effectiveness based on observations and student feedback captured in the After Instruction Reports, identify issues affecting training curriculum, delivery of the training, training support, and any other component that positively or negatively affects the outcome of the training. Components of the CCR shall include a synopsis of student responses from EOCCs, Instructor AIR, Field Service Repair (FSR) maintenance actions, any feedback the Contractor has obtained from the gaining commands of the MADIS/C-UAS, and proposed changes to the NET package. The Contractor shall propose logical points within the NET schedule to conduct CCR in the TrPP. The CCR results shall be documented in accordance with After Action Report, CDRL F010. The Government reserves the right to call for an out-of-cycle CCR if ECPs result in anticipated major changes to NET.

## 4.7 Training Material Updates

The Contractor shall update the training materials, test package, and impacted ancillary training support documents following each course, based upon comments received in the course critiques and mutually agreed between the Government and the Contractor. Upon completion of each training class, the Contractor shall provide the Government with Training Materials Change data for the course IAW the applicable CDRLs. The materials contained in the final CDRL delivery shall be ready for the next iteration of NET or as directed by the Government.

Upon completion of the Curriculum Review (para 4.6) and upon Government approval of changes, the Contractor shall incorporate directed configuration changes into all applicable the training products. These changes shall be based upon:

- Student responses in the EOCCs
- Course Completion Reports
- Feedback from the Operational Forces
- Curriculum changes to address engineering changes to hardware or software
- Technical Manual changes

The Contractor shall implement the Training Material updates within fifteen (15) working days of the decision to implement. The Contractor shall deliver Training Material updates to the government for review and approval. The implementation will be determined by the Government. The Contractor shall ensure all instructors are educated on the changes and training impacts and are afforded the necessary time to rehearse changes, as needed, prior to delivery at the training event. The contractor shall maintain configuration management of all NET curriculum products during the development and material updates. Once approved and accepted by the Government, the Government will maintain version control of all NET curriculum products and authorize which version shall be used prior to conduct of NET events. The Contractor shall dispose the outdated training products in accordance with government disposition instructions.

The Contractor shall deliver training material changes as a complete package unless otherwise directed by the Government. Updated packages shall include the Critical Training Tasks List, Learning Analysis Report, Training Test Package, Operator Master Lesson Files, Maintainer Master Lesson Files, Operator and Maintainer Curriculum Outline of Instruction, Operator and

Maintainer Job Aids, Course Syllabus CDRLs F001-F010)

#### 5.0 Other Direct Costs

During execution of this contract the Government anticipates Other Direct Costs (ODC) such as print materials, binders, and shipping cost (see Paragraph 4.0 above).

#### 6.0 Travel

During execution, the Contractor shall travel to support technical and management review meetings and prepare and conduct NET. The primary target audience is the LAAD battalions located at Marine Corps Air Station, Cherry Point, NC and Marine Corps Base Camp Pendleton, CA and the formal learning center located at 29 Palms, CA. However, the Contractor may be required to travel Outside Continental United States (OCONUS).

## 7.0 Security Requirements

This contract will require the contractor to have a Secret Facility Clearance and will require certain contractors to obtain and maintain classified access eligibility. The contractor shall have a valid Secret Facility Clearance prior to classified performance. The prime contractor and all subcontractors (through the prime contractor) shall adhere to all aspects of DoD Directive 5220.22-M and DoD Manual 5220.22 Volume 2. All personnel identified to perform on this contract shall maintain compliance with Department of Defense, Department of the Navy, and Marine Corps Information and Personnel Security Policy to include completed background investigations (as required) prior to classified performance. This contract shall include a DoD Contract Security Classification Specification (DD-254) as an attachment in Section J. Certain contractors will be required to perform IT-I/II duties that will require favorably adjudicated Tier 5/3 Level investigations. The Defense Security Service (DSS) will not authorize contractors to submit the necessary Tier Level investigations solely in support of IT level designation requirements, but are required to submit investigations for those employees requiring both Secret access and IT-II designation. The Government Contracting Activity Security Office (GCASO) is required to submit any required investigations in support of IT-I level designations. The contractor will be required to provide a roster of prospective contractor employees performing IT-I duties to the MCSC COR. This roster shall include: full names, Social Security Numbers, e-mail address and phone number for each contractor requiring investigations in support of IT Level designations. The COR will verify the IT-I requirements and forward the roster to the GCASO. Contractors found to be lacking required investigations will be contacted by the GCASO.

Facility Security Officers (FSOs) are responsible for notifying the MCSC AC/S G-2 Personnel Security Office (PERSEC Office) at 703-432-3490/3952 if any contractor performing on this contract receives an unfavorable adjudication. The FSO must also notify the PERSEC Office of any adverse/derogatory information associated with the 13 Adjudicative Guidelines concerning any contractor performing on this contract, regardless of whether a JPAS Incident Report is submitted. The FSO shall notify the Government (written notice) within twenty-four hours of any contractor personnel added or removed from the contract that have been granted classified access, issued a Common Access Card (CAC) and/or MCSC Building badge/access.

## 7.1 Public Key Infrastructure (PKI) Certificates

The Contractor shall have Public Key Infrastructure (PKI) identity authentication/PKI Certificates to access Government and military websites. A United States Marines Corps (USMC) email address (name.ctr@usmc.mil) and Marine Corps Enterprise Network (MCEN) seat is required for this effort. MARADMIN 672/10 provides guidance on authorized sources of PKI Certificates.

## 7.2 Common Access Card (CAC)

The COR will identify and approve contractor employees performing on this contract that require CACs in order to perform their job function. In accordance with Headquarters, United States Marine Corps issued guidance relative to Homeland Security Presidential Directive – 12 (HSPD-12), all personnel must meet eligibility criteria to be issued a CAC. In order to meet the eligibility criteria, contractor employees requiring a CAC, must obtain and maintain a favorably adjudicated Personnel Security Investigation (PSI.) Prior to authorizing a CAC, the employee's Joint Personnel Adjudication System (JPAS) record must indicate a completed and favorably adjudicated PSI or (at a minimum) that a PSI has been submitted and accepted (opened). The minimum acceptable investigation is a T-1 or a National Agency Check with Written Inquiries (NACI). If a contractor employee's open investigation closes and is not favorably adjudicated, the CAC must be immediately retrieved and revoked.

Facility Security Officers (FSOs) are responsible for notifying the MARCORSYSCOM Security Director if any contractor performing on this contract receives an unfavorable adjudication after being issued a CAC. The FSO must also notify the MARCORSYSCOM Security Director of any adverse/derogatory information associated with the 13 Adjudicative Guidelines/Factors concerning any contractor issued a CAC, regardless of whether a JPAS Incident Report is submitted. Each CAC is issued with a "ctr@usmc.mil" e-mail account that the individual contractor is responsible to keep active by logging in on a regular basis (at least twice a month), sending an email and clearing any unneeded e-mails. Contractors are prohibited from "auto-forwarding" their .mil e-mail account to their .com e-mail account. If the ctr.usmc.mil e-mail account is not kept active, the G-6 will deactivate the account and CAC will lose its functionality. CACs will only be issued to those contractors supporting this contract that have been authorized by the COR. The COR will only authorize CACs for those contractors that meet current Homeland Security Presidential Directive – 12 (HSPD-12) criteria and have a definitive requirement. If a contractor loses their eligibility for a CAC due to an adverse adjudicative decision, they have also lost their eligibility to perform on MARCORSYSCOM contracts. CACs are not issued for convenience.

#### 8.0 Cyber Security Requirement

## 8.1. System Security Plan (SSP)

The Contractor should develop a System Security Plan (SSP) and Associated Plan of Action, CDRL A001 that shall be in compliance with NIST SP 800-171 (Rev. 1) for the following requirements: Contractor shall provide an SSP with supporting Plan of Action and Milestones (POA&M) documenting the implementation of at a minimum, all security requirements in NIST SP 800-171 (Rev. 1) standards 3.1 to 3.14; and ensure that any unimplemented security requirements have been adjudicated by an authorized Government Representative of the DoD CIO

to be non-applicable or to have an alternative, but equally effective security measure in its place, and provide proof of such adjudication by the DoD CIO as an enclosure to the SSP. Also, the Contractor shall provide, to the Government PO, an associated POA&M attached to the SSP designed to correct deficiencies and reduce or eliminate vulnerabilities per NIST SP 800-171 (Rev. 1) standards, 3.12.2 and delivered in accordance with CDRL A00X(1) with the contractor's technical proposal. The Contractor shall self-attest prior to award to compliance with DFARS 252.204-7012 by having adequate security measures in place that ensures the Contractor can and will meet the requirement to safeguard Covered Defense Information, for all covered contractor information systems that are part of an Information Technology (IT) service or system operated on behalf of the Government. Also, the Contractor shall perform an internal audit upon award, and quarterly thereafter for any violations of non-privileged users executing privileged functions documenting any/all findings in the SSP per NIST SP 800-171 (Rev. 1) standards, 3.1.7; the execution of such functions should be captured in audit logs. In addition, the Contractor shall:

- A. Provide access to the Government to conduct on-site technical evaluation of contractor's internal unclassified information system(s) in accordance with NIST SP 800-171A upon request.
- B. Allow the Naval Criminal Investigative Service (NCIS) to install network sensors, owned and maintained by NCIS, on the contractor's information systems or information technology assets when intelligence indicates a vulnerability, or potential vulnerability.
- C. Engage with NCIS industry outreach efforts and consider the recommendations of NCIS for hardening of DoN critical programs and technologies.

# 8.2 Cyber Incident Reporting for a Contractor's Internal Unclassified Information System

Contractor shall Rapidly Report all Cyber Incidents to DoD at http://dibnet.dod.mil; "Rapidly Report" means within 72 hours of discovery of any cyber incident. In accordance with CDRL A002, when the Contractor discovers a cyber incident that affects a covered contractor information system or the covered defense information residing therein, or that affects the contractor's ability to perform the requirements of the contract that are designated as operationally critical support and identified in the contract, the Contractor shall—

- A. Conduct a review for evidence of compromise of covered defense information, including, but not limited to, identifying compromised computers, servers, specific data, and user accounts. This review shall also include analyzing covered contractor information system(s) that were part of the cyber incident, as well as other information systems on the Contractor's network(s), that may have been accessed as a result of the incident in order to identify compromised covered defense information, or that affect the Contractor's ability to provide operationally critical support; and
- B. Rapidly report cyber incidents to DoD at http://dibnet.dod.mil.
  - 1) Cyber incident report. The cyber incident report shall be treated as information created by or for DoD and shall include, at a minimum, the required elements at http://dibnet.dod.mil.
  - 2) Contractor shall continue to follow the guidance prescribed in DFARS Clause 252.204-7012 for Cyber Incident Reporting.

# 8.3 Contractor's Record of Tier 1 Level Suppliers who Receive or Develop Covered Defense Information.

Contractor shall supply Record of Tier 1 Level Suppliers who Receive or Develop Covered Defense Information. In accordance with CDRL A003, the Contractor shall provide its plan to track flow down of covered defense information and to assess DFARS Clause 252.204-7012 compliance of known Tier 1 Level suppliers.